

THE EFFECT OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT EMERSIA HOTEL & RESORT BATUSANGKAR

Ghita Dwi Yani^{1*}, Khairani Saladin²

Hospitality Management Study Program, Department of Tourism, Faculty of Tourism and Hospitality,
Universitas Negeri Padang, Padang

E-mail: ghitadwiyani@student.unp.ac.id^{1*}, khairanisaladin@fpp.unp.ac.id²

Received:22/07/2026 | **Revised :** 01/08/2026 | **Accepted:** 18/08/2026 | **Published :**24/08/2026

Abstract

Employee performance is a decisive factor for service quality in the hospitality industry, yet preliminary observation at Emersia Hotel & Resort Batusangkar revealed problems of work discipline, inconsistent service, and weak interdepartmental coordination. This study analyzes the effect of leadership style and organizational culture on employee performance, both partially and simultaneously. A quantitative approach with a causal associative design was applied through a survey method. All 90 employees of the hotel were taken as respondents through saturated sampling. Primary data were collected using a five-point Likert scale questionnaire and analyzed through validity and reliability tests, classical assumption tests, multiple linear regression, the coefficient of determination, the F test, and the t test using SPSS. The results show that leadership style has a positive and significant effect on employee performance ($t = 5.073$; Sig. = 0.000) and that organizational culture also has a positive and significant effect ($t = 5.482$; Sig. = 0.000), with organizational culture as the more dominant predictor. Both variables simultaneously affect employee performance ($F = 89.157$; Sig. = 0.000), and the coefficient of determination of 0.672 indicates that 67.2% of the variation in employee performance is explained by both variables.

Keywords: employee performance, hospitality industry, hotel employees, leadership style, organizational culture

INTRODUCTION

The hospitality industry is currently facing increasingly tight competition along with the growth of the tourism sector, the rising number of hotels, and the higher expectations of customers towards service quality. These conditions require every hotel to strengthen its competitiveness by providing high-quality services supported by human resources with optimal performance. Employee performance is one of the key factors that determines the success of a hotel in delivering guest satisfaction, building corporate image, and maintaining business continuity. As a service company, the ability of a hotel to grow depends heavily on the capability of its human resources to utilise all organizational resources in carrying out work tasks within a directed framework of organizational development (Sari & Mansyur, 2021).

Emersia Hotel & Resort Batusangkar is a four-star hotel located in Tanah Datar Regency, West Sumatra Province, which provides a range of facilities and accommodation services for both leisure and business guests. In its daily operations, the hotel is supported by 90 employees distributed across eight departments, namely accounting, engineering, food and beverage product, food and beverage service, front office, housekeeping, human resources, and sales and marketing. Because the work of these departments is highly interdependent, the service quality perceived by guests is essentially the accumulated performance of all employees in every operational unit of the hotel.

In practice, however, employee performance at Emersia Hotel & Resort Batusangkar still faces several problems. Preliminary observation in the Human Resource Department revealed that some employees were not sufficiently disciplined in completing work on time, that late arrivals still occurred, and that interdepartmental coordination in serving guests was not yet optimal, especially when the occupancy rate increased. Differences in work enthusiasm among employees were also observed: some employees worked quickly and responsively, while others were less active in attending to guest needs. This phenomenon was reinforced by a preliminary interview with the Assistant Human Resource Manager, who explained that obstacles related to discipline and service consistency were still found, and that different levels of initiative and responsibility among employees affected the effectiveness of teamwork.

The same indications appear in guest reviews on online hotel booking platforms. Several guests stated that front office staff were considered less friendly and that luggage handling was slow; others complained about the slow follow-up of the receptionist regarding damaged room facilities, as well as restaurant service that was considered less responsive in preparing seating for guests. These complaints indicate that employee performance is not yet fully optimal, particularly in terms of service friendliness, speed of work response, responsibility for handling guest complaints, and coordination of service among hotel departments.

Two internal organizational factors that are theoretically related to these conditions are leadership style and organizational culture. Leadership plays a central role in organizational life because, through the control exercised by a leader, the differing wishes, intentions, and needs of individuals are brought together and directed towards the same goal (Hasibuan, 2016). A leader must be able to influence subordinates so that they act in line with the vision, mission, and objectives of the company, arouse pride, and cultivate respect and trust. Organizational culture, on the other hand, is a system of shared meaning held by the members of an organization that distinguishes one organization from another (Robbins & Judge, 2017). A conducive organizational culture gives direction to the organization and its employees and helps them understand how things are done within the organization.

Previous studies have shown a close relationship between these two factors and employee performance. Edison et al. (2016) found that organizational culture plays a role in improving hotel employee performance, while Cahyana and Jati (2017) and Arifin (2010) demonstrated the effect of organizational culture on employee performance in different organizational settings. On the leadership side, Baihaqi and Suharnomo (2010) and Andrew (2022) concluded that leadership style affects job satisfaction, motivation, and employee performance. Nevertheless, most of these studies examined the two variables separately or were conducted outside the context of star-rated hotels in regional areas, so research that tests leadership style and organizational culture simultaneously in a regional four-star hotel remains relatively limited. This is the gap that the present study seeks to address.

The novelty of this study lies in positioning departmental supervisors, rather than top hotel management, as the object of leadership assessment. This choice is based on the consideration that supervisors are the direct superiors who interact most frequently with employees, provide work instructions, conduct supervision, and evaluate employee performance in daily operations, so that their leadership style is assumed to have a more direct influence on the formation of employee work behaviour. Accordingly, this study aims to describe leadership style, organizational culture, and employee performance, and to analyze the effect of leadership style and organizational culture on employee performance at Emersia Hotel & Resort Batusangkar, both partially and simultaneously. The results are expected to serve as a basis for hotel management in improving the quality of leadership and work culture in order to support the improvement of employee performance and service quality for guests.

LITERATURE REVIEW

Employee Performance

Employee performance is the work result, in terms of both quality and quantity, achieved by an employee in carrying out the tasks assigned in accordance with the responsibilities given (Mangkunegara, 2017). Hasibuan (2016) emphasises that performance is the work result achieved by a person in carrying out the tasks charged to them based on ability, experience, and diligence, while Sedarmayanti (2018) adds a dimension of legality and ethics, namely that such achievement must be consistent with the authority and responsibility of each individual and must not violate the law, morality, or ethics. Employee performance may therefore be understood as the work result achieved in terms of both quality and quantity in carrying out tasks and responsibilities in accordance with the ability, experience, and standards established by the organization.

Employee performance is influenced by various factors, among them work ability, work motivation, leadership style, organizational culture, work discipline, and the work environment (Hasibuan, 2016; Mangkunegara, 2017; Sedarmayanti, 2018). This study focuses on leadership style and organizational culture. The indicators of employee performance follow Mangkunegara (2017), namely quality of work, quantity of work, responsibility, cooperation, and initiative. In the hospitality context, these five indicators are reflected in the ability of employees to deliver friendly, fast, and professional service, to complete work according to target and on time, to take responsibility for guest complaints, to coordinate across departments, and to act without waiting for instructions from superiors.

Leadership Style

Leadership style is the way a leader influences the behaviour of subordinates in order to encourage work enthusiasm, job satisfaction, and high employee productivity so that organizational goals can be achieved optimally

(Hasibuan, 2016). Siagian and Khair (2018) view leadership style as the way a leader influences, directs, motivates, and controls subordinates in a particular manner so that they can complete their tasks effectively and efficiently, while Kartono (2018) emphasises the personal side of the leader, namely the traits, habits, temperament, character, and personality displayed in interacting with subordinates. Leadership style is therefore a pattern of behaviour and a strategy used by a leader in influencing, directing, and guiding subordinates towards the achievement of organizational objectives.

The indicators of leadership style used in this study are the ability to make decisions, the ability to motivate, communication ability, the ability to control subordinates, and the responsibility of the leader (Sasandaru, 2018; Kartono, 2018). These five indicators are considered relevant to the characteristics of hotel work, which demands rapid decisions on service problems, encouragement during periods of high workload, clear instructions across shifts, supervision of service standards, and exemplary conduct on the part of the leader.

Organizational Culture

Organizational culture is a system of shared meaning held by the members of an organization that distinguishes that organization from others (Robbins & Judge, 2017). Schein (2017) explains that organizational culture is formed from the basic assumptions learned by organizational members in dealing with external and internal problems, which are then taught to new members as the correct way of perceiving, thinking, and acting. Sutrisno (2019) adds that organizational culture comprises a set of values, principles, traditions, and working methods shared by organizational members and influencing the way they complete their work. The indicators of organizational culture used in this study follow Robbins and Judge (2017), namely innovation and risk taking, attention to detail, outcome orientation, team orientation, and stability.

Conceptual Framework and Hypotheses

A sound leadership style is assumed to encourage employees to work in a more disciplined, motivated, and responsible manner, while a strong organizational culture is assumed to create a comfortable work environment, strengthen cooperation among employees, and promote work effectiveness and efficiency. By positioning leadership style (X1) and organizational culture (X2) as independent variables and employee performance (Y) as the dependent variable, the research hypotheses are formulated as follows:

H1: Leadership style has a positive and significant effect on employee performance at Emersia Hotel & Resort Batusangkar.

H2: Organizational culture has a positive and significant effect on employee performance at Emersia Hotel & Resort Batusangkar.

H3: Leadership style and organizational culture simultaneously have a positive and significant effect on employee performance at Emersia Hotel & Resort Batusangkar.

The relationship between the variables and the position of the three hypotheses in this study are summarised in the conceptual framework presented in Image 1. Leadership style (X1) and organizational culture (X2) are positioned as independent variables that are assumed to influence employee performance (Y) as the dependent variable, both individually (H1 and H2) and jointly (H3). The framework implies that the better the leadership style applied and the stronger the organizational culture of the company, the higher the level of employee performance at Emersia Hotel & Resort Batusangkar.

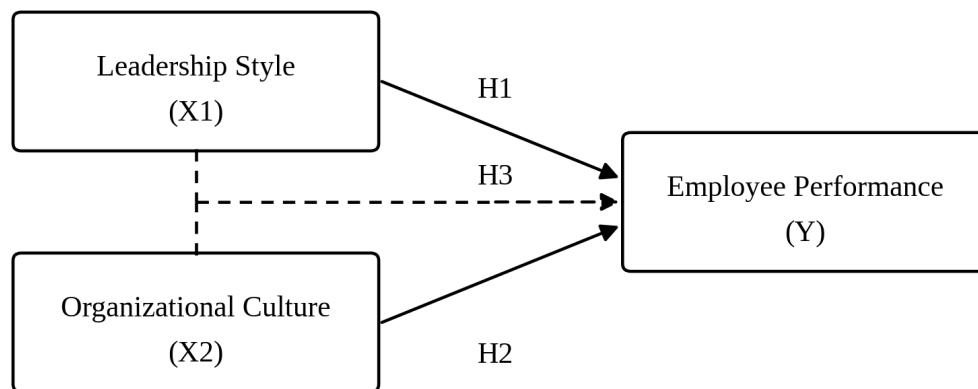


Image 1. Conceptual framework

METHOD

This study applies a quantitative approach with a causal associative design through a survey method. Quantitative research is grounded in the philosophy of positivism, is used to examine a particular population or sample, collects data using research instruments, and analyses data statistically in order to test predetermined hypotheses (Sugiyono, 2022). The survey method was selected because it is able to reveal the attitudes, opinions, and perceptions of respondents towards the phenomenon under study in a systematic and measurable way. The research was conducted at Emersia Hotel & Resort Batusangkar, Tanah Datar Regency, West Sumatra Province, from May to June 2026.

The population of the study comprised all 90 employees of Emersia Hotel & Resort Batusangkar. Because the population is relatively small, all members of the population were taken as respondents through saturated sampling, so that the sample size is 90 people. The data used are primary data collected through a closed questionnaire employing a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). The instrument was developed on the basis of the indicators of each variable, as presented in Table 1. The assessment of leadership style was directed at the supervisors of each department as the direct superiors of the respondents.

Table 1. Research instrument grid

Variable	Indicators	Source
Leadership Style (X1)	Ability to make decisions; ability to motivate; communication ability; ability to control subordinates; responsibility of the leader	Kartono (2018); Sasandaru (2018)
Organizational Culture (X2)	Innovation and risk taking; attention to detail; outcome orientation; team orientation; stability	Robbins & Judge (2017)
Employee Performance (Y)	Quality of work; quantity of work; responsibility; cooperation; initiative	Mangkunegara (2017)

Source: Kartono (2018); Robbins & Judge (2017); Mangkunegara (2017)

Before being used in the main study, the instrument was tried out on 30 respondents in order to test its validity and reliability. Validity was tested using Pearson product moment correlation, in which an item is declared valid if the calculated *r* value is greater than the *r* table value (0.361 for *n* = 30) and the significance value is smaller than 0.05. Reliability was tested using the Cronbach's Alpha coefficient, with the criterion that an instrument is reliable if the Cronbach's Alpha value is greater than or equal to 0.60 (Ghozali, 2021).

Data analysis was carried out in stages with the aid of SPSS and comprised the classical assumption tests (normality using the Kolmogorov-Smirnov test, multicollinearity using tolerance and variance inflation factor values, and heteroscedasticity using the Glejser test), multiple linear regression analysis, the coefficient of determination, the *F* test, and the *t* test. The regression model used in this study is expressed in Equation (1).

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

THE EFFECT OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT EMERSIA HOTEL & RESORT BATUSANGKAR

Ghita Dwi Yani et al

The criteria for hypothesis testing were set at a significance level of 5%. An independent variable is declared to have a significant effect if the significance value is smaller than 0.05, with a t table value of 1.988 and an F table value of 3.10 at degrees of freedom $df_1 = 2$ and $df_2 = 87$.

RESULTS AND DISCUSSION

Characteristics of Respondents

The questionnaire was distributed to 90 employees, and all of them were returned and suitable for analysis (a response rate of 100%). The characteristics of the respondents are presented in Table 2.

Table 2. Characteristics of respondents (n = 90)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	74	82.2
	Female	16	17.8
Age	< 20 years	20	22.2
	20–30 years	39	43.3
	31–40 years	23	25.6
	41–50 years	4	4.4
	Others	4	4.4
Latest education	Senior high school	23	25.6
	Diploma (D1–D3)	39	43.3
	Diploma IV/Bachelor (S1)	23	25.6
	Master (S2)	5	5.6
Length of service	< 1 year	12	13.3
	1–3 years	50	55.6
	4–6 years	27	30.0
	Others	1	1.1
Department	Accounting	6	6.7
	Engineering	5	5.6
	Food & Beverage Product	9	10.0
	Food & Beverage Service	15	16.7
	Front Office	15	16.7
	Housekeeping	15	16.7
	Human Resources	13	14.4
	Sales & Marketing	12	13.3
Employment status	Daily worker	2	2.2
	Contract employee	41	45.6
	Permanent employee	47	52.2

Source: Processed primary data, 2026

Table 2 shows that the majority of respondents are male (82.2%) and fall within the productive age range of 20–30 years (43.3%). Most respondents hold a diploma degree (43.3%), which corresponds to the competency requirements of the hospitality industry, and have been working for one to three years (55.6%), so that they are considered sufficiently familiar with the organizational culture and working system in place. Respondents are distributed across eight departments, with the largest proportions in Food & Beverage Service, Front Office, and Housekeeping (16.7% each), which are the departments that interact most directly with guests. A total of 52.2% of respondents are permanent employees, so that in general the respondents have adequate experience to assess the leadership style of their supervisors and the organizational culture of the hotel.

Validity and Reliability of the Instrument

The results of the validity and reliability tests are presented in Table 3. All statement items have calculated r values greater than the r table value (0.361) with a significance value of $0.000 < 0.05$, so that all items are declared valid. The Cronbach's Alpha values of the three variables range from 0.767 to 0.815, all greater than 0.60, so that all instruments are declared reliable and possess good internal consistency.

Table 3. Results of the validity and reliability tests

Variable	Number of items	Range of r calculated	r table	Cronbach's Alpha	Description
Leadership Style (X1)	5	0.609–0.800	0.361	0.767	Valid and reliable
Organizational Culture (X2)	5	0.721–0.806	0.361	0.815	Valid and reliable
Employee Performance (Y)	5	0.649–0.808	0.361	0.772	Valid and reliable

Source: Processed SPSS output, 2026

Classical Assumption Tests

The results of the classical assumption tests are presented in Table 4. The normality test using the One-Sample Kolmogorov-Smirnov test produced an Asymp. Sig. value of 0.200 and a Monte Carlo Sig. value of 0.444, both greater than 0.05, so that the residuals of the regression model are normally distributed. This conclusion is reinforced by the residual histogram, which forms a bell-shaped curve with a mean close to 0 and a standard deviation of 0.989, and by the Normal P-P Plot, in which the residual points are scattered along the direction of the diagonal line.

The multicollinearity test produced a tolerance value of 0.527 (> 0.10) and a VIF value of 1.896 (< 10) for both independent variables, indicating that there is no multicollinearity among the independent variables in the model. The heteroscedasticity test using the Glejser test produced significance values of 0.931 for leadership style and 0.570 for organizational culture, both greater than 0.05, so that no heteroscedasticity occurs. The scatterplot also shows that the points are randomly distributed above and below zero without forming any particular pattern. All classical assumptions are therefore satisfied and the regression model is suitable for further analysis.

Table 4. Summary of the classical assumption tests

Test	Test statistic	Result	Criterion	Description
Normality	Kolmogorov-Smirnov	Asymp. Sig. = 0.200; Monte Carlo Sig. = 0.444	Sig. > 0.05	Residuals normally distributed
Multicollinearity	Tolerance and VIF	Tolerance = 0.527; VIF = 1.896 (X1 and X2)	Tolerance > 0.10 ; VIF < 10	No multicollinearity
Heteroscedasticity	Glejser test	Sig. X1 = 0.931; Sig. X2 = 0.570	Sig. > 0.05	No heteroscedasticity

Source: Processed SPSS output, 2026

Multiple Linear Regression and Hypothesis Testing

The results of the multiple linear regression analysis together with the hypothesis tests are presented in Table 5.

Table 5. Results of multiple linear regression and hypothesis testing

Variable	Coefficient B	Std. error	Beta	t calculated	Sig.	Description
(Constant)	2.004	1.404	–	1.427	0.157	–
Leadership Style (X1)	0.441	0.087	0.429	5.073	0.000	Significant
Organizational Culture (X2)	0.454	0.083	0.464	5.482	0.000	Significant
R = 0.820; R Square = 0.672; Adjusted R Square = 0.665; Std. error of the estimate = 1.911; F calculated = 89.157; Sig. F = 0.000						

Source: Processed SPSS output, 2026

Based on Table 5, the regression equation obtained is $Y = 2.004 + 0.441X1 + 0.454X2$. The constant of 2.004 indicates that if leadership style and organizational culture are held constant, the value of employee performance is 2.004. The regression coefficient of leadership style of 0.441 means that every one-unit increase in leadership style

will increase employee performance by 0.441 units, assuming other variables remain constant, while the regression coefficient of organizational culture of 0.454 means that every one-unit increase in organizational culture will increase employee performance by 0.454 units. Both coefficients are positive, so the direction of the effect of the two independent variables on employee performance is unidirectional.

The F test produced an F calculated value of 89.157 with a significance of 0.000. Because the F calculated value is greater than the F table value (3.10) and the significance value is smaller than 0.05, H_0 is rejected and H_3 is accepted, meaning that leadership style and organizational culture simultaneously have a positive and significant effect on employee performance. The t test produced a t calculated value of 5.073 with a significance of 0.000 for leadership style and a t calculated value of 5.482 with a significance of 0.000 for organizational culture. Both t calculated values are greater than the t table value (1.988) with significance values smaller than 0.05, so that H_1 and H_2 are accepted. The coefficient of determination (R Square) of 0.672 indicates that 67.2% of the variation in employee performance can be explained by leadership style and organizational culture, while the remaining 32.8% is explained by other factors outside the research model.

The Effect of Leadership Style on Employee Performance

The results prove that leadership style has a positive and significant effect on employee performance at Emersia Hotel & Resort Batusangkar. This finding indicates that the better the leadership style applied by the supervisors of each department, the higher the performance of employees. Because supervisors are the parties who translate hotel service standards into daily work instructions, the quality of their leadership becomes an operational determinant of how consistently those standards are carried out by employees.

This finding is consistent with Hasibuan (2016), who states that leadership style is the way a leader influences the behaviour of subordinates in order to encourage work enthusiasm, job satisfaction, and high productivity, and with Robbins and Judge (2017), who position the leader as the driver of work morale and productivity through the ability to direct, guide, and set an example. The result also supports the findings of Baihaqi and Suharnomo (2010) and Andrew (2022), who concluded that leadership style affects employee motivation and performance. In the hospitality context, this effect becomes even more relevant because supervisors are the direct superiors who arrange the division of tasks per shift, so that the quality of their instructions and supervision has a direct impact on the speed and consistency of service delivered to guests.

The Effect of Organizational Culture on Employee Performance

Organizational culture is also proven to have a positive and significant effect on employee performance, with a regression coefficient (0.454) and a beta value (0.464) slightly larger than those of leadership style. This indicates that shared work values such as cooperation, discipline, responsibility, and consistency of the working system make the dominant contribution to the formation of employee performance in this research setting.

This finding is in line with Schein (2017), who explains that a strong organizational culture is able to shape work behaviour, increase commitment, strengthen cooperation among employees, and create a productive work environment, and with Robbins and Judge (2017), who regard organizational culture as a system of shared meaning that standardises the work behaviour of organizational members. The result reinforces the findings of Edison et al. (2016) on hotel employees as well as Cahyana and Jati (2017) and Arifin (2010), who found an effect of organizational culture on employee performance. The dominance of organizational culture in this study can be understood from the cross-departmental nature of hotel work, in which uniformity of values and work standards is a prerequisite for smooth service coordination.

Simultaneous Effect and Managerial Implications

Simultaneously, leadership style and organizational culture explain 67.2% of the variation in employee performance with a very strong relationship ($R = 0.820$). This magnitude confirms that efforts to improve employee performance at Emersia Hotel & Resort Batusangkar will be more effective if the improvement of leadership and the strengthening of organizational culture are carried out simultaneously rather than separately. The remaining 32.8% of the variation in employee performance is explained by factors outside the model, such as compensation, work motivation, the work environment, job satisfaction, work discipline, and training.

From a managerial perspective, the results point to several implications. First, because organizational culture shows the larger standardised coefficient, management should prioritise the internalisation of work values through the orientation of new employees, regular coaching, and team-building activities, particularly because 45.6% of respondents are contract employees and 13.3% have been working for less than one year, so that shared values cannot

be assumed to have been fully absorbed. Second, since leadership is exercised at the supervisory level, supervisors need to standardise the mechanism for delivering work instructions, for example through pre-shift briefings and documented handover of information between shifts, so that service standards are communicated uniformly across departments. Third, an objective reward and performance appraisal system needs to be maintained in order to sustain work motivation and retain high-performing employees. Fourth, because both variables jointly explain the majority of the variation in employee performance, leadership training and cultural reinforcement programmes should be designed as a single integrated intervention rather than as separate initiatives.

CONCLUSION

This study aimed to analyze the effect of leadership style and organizational culture on employee performance at Emersia Hotel & Resort Batasangkar. All research instruments were declared valid and reliable, and the classical assumptions of normality, multicollinearity, and homoscedasticity were satisfied, so that the regression model is suitable for interpretation. The multiple linear regression analysis produced the equation $Y = 2.004 + 0.441X_1 + 0.454X_2$.

Partially, leadership style has a positive and significant effect on employee performance (t calculated = 5.073; Sig. = 0.000), and organizational culture also has a positive and significant effect on employee performance (t calculated = 5.482; Sig. = 0.000). Simultaneously, both variables have a positive and significant effect on employee performance (F calculated = 89.157; Sig. = 0.000) with a coefficient of determination of 0.672, meaning that 67.2% of the variation in employee performance is explained by leadership style and organizational culture, while 32.8% is explained by other factors outside the research model. All research hypotheses are therefore accepted.

On the basis of these findings, hotel management is advised to improve the quality of supervisor leadership, particularly in the clarity of work instructions, and to strengthen the internalisation of organizational values through leadership training, employee coaching, team-building activities, and periodic evaluation of organizational culture, supported by an objective reward and performance appraisal system. This study is limited to a single research object with 90 respondents and two independent variables. Future researchers are advised to add other variables such as work motivation, job satisfaction, compensation, the work environment, work discipline, or organizational commitment, to extend the research object to several hotels, and to consider the use of a mixed-methods approach so that more comprehensive results can be obtained.

REFERENCES

- Andrew, H. K. R. (2022). Gaya kepemimpinan meningkatkan motivasi dan kinerja karyawan. *Jurnal Manajemen dan Bisnis*.
- Arifin, N. (2010). Analisis budaya organisasional terhadap komitmen kerja karyawan dalam peningkatan kinerja organisasional karyawan. *Jurnal Ekonomi dan Pendidikan*, 7(2), 1–15.
- Arikunto, S. (2019). *Prosedur penelitian: Suatu pendekatan praktik*. Rineka Cipta.
- Baihaqi, M. F., & Suharnomo, S. (2010). Pengaruh gaya kepemimpinan terhadap kepuasan kerja dan kinerja dengan komitmen organisasi sebagai variabel intervening. *Universitas Diponegoro*.
- Cahyana, I. G. S., & Jati, I. K. (2017). Pengaruh budaya organisasi, stres kerja dan kepuasan kerja terhadap kinerja pegawai. *E-Jurnal Akuntansi*, 18(2), 1314–1342.
- Edison, E., Riyanti, A., & Yustiana, D. (2016). Budaya organisasi dan komitmen organisasi dalam aspek peningkatan kinerja karyawan (Studi kasus di Hotel Perdana Wisata Bandung). *Tourism Scientific Journal*, 1(2), 134–151.
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26*. Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2021). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia*. Bumi Aksara.
- Kartono, K. (2018). *Pemimpin dan kepemimpinan*. Raja Grafindo Persada.
- Mangkunegara, A. A. A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson Education Limited.
- Sari, R., & Mansyur, M. (2021). Pengaruh variabel independen terhadap variabel dependen dalam penelitian kuantitatif. *Jurnal Ilmiah Manajemen*, 3(1), 45–52.
- Sasandaru, R. (2018). Analisis gaya kepemimpinan dan pengaruhnya terhadap kinerja karyawan. *Jurnal Administrasi Bisnis*.
- Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). John Wiley & Sons.

THE EFFECT OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT EMERSIA HOTEL & RESORT BATUSANGKAR

Ghita Dwi Yani **et al**

- Sedarmayanti. (2018). Manajemen sumber daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil. Refika Aditama.
- Siagian, T. S., & Khair, H. (2018). Pengaruh gaya kepemimpinan dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 59–70.
- Sugiyono. (2019). Metode penelitian kuantitatif, kualitatif, dan R&D. Alfabeta.
- Sugiyono. (2022). Metode penelitian kuantitatif. Alfabeta.
- Sutrisno, E. (2019). Budaya organisasi. Prenadamedia Group.
- Waruwu, M. (2023). Pendekatan penelitian kuantitatif dalam ilmu sosial. *Jurnal Pendidikan dan Ilmu Sosial*, 5(2), 112–120.